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ABSTRACT

These proceedings are a summary of a working conference for New York State academic library directors sponsored by the Academic and Special Libraries Section of the New York Library Association (NYLA) and the New York Three R's Organization (NYTRO). Library directors from 74 academic institutions around New York State met to develop an agenda which could be used to focus legislative priorities and to develop initiatives for strengthening academic libraries. The proceedings provide lists of priorities that emerged from 10 working groups which addressed the questions of: (1) how to influence legislation for academic libraries; (2) how to enhance resources and/or services through regional initiatives; (3) how to enhance resources and/or services through state initiatives; (4) how to improve coordination among academic libraries; and (5) how to enhance cooperation among academic and other types of libraries. Appendices include a conference outline, summaries of speeches, copies of session materials, a list of conference registrants, details about a listserv for academic library directors, and notes from a meeting with State Librarian James Shubert. (BEW)

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ACADEMIC LIBRARIES 2000

Proceedings of a working conference for New York State's Academic Library Directors

October 12-13, 1995

Albany, New York

Academic Libraries 2000 was cosponsored by the Academic and Special Libraries Section (ASLS) of the New York Library Association (NYLA), and the New York Three R's Organization (NYTRO).

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ACADEMIC LIBRARIES 2000
OCTOBER 12-13,1995

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ACADEMIC LIBRARIES 2000
October 12-13, 1995

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INTRODUCTION

These proceedings are a summary of a working conference for New York State academic library directors sponsored by the Academic and Special Libraries Section (ASLS) of the New York Library Association (NYLA) and the New York Three R's Organization (NYTRO), and held at the Quality Inn in Albany, New York, on October 12th and 13th, 1995. Library directors from 74 New York State academic institutions met to develop an agenda for all academic libraries in New York State which could be used to focus legislative priorities and develop initiatives for:

- strengthening academic libraries,
- improving coordination among academic libraries,
- enhancing cooperation between academic libraries and other types of libraries.

Those attending represented about one third of all community colleges, one-third of the City University of New York, one-third of private colleges and universities, and one-half of the State University of New York.

On Thursday evening, October 12, after a reception and dinner, Peter R. Young, Executive Director of the National Commission on Libraries and Information Science (NCLIS), addressed the group on the topic of "'Back to the Future': Planning the Post-modern Academic Library". On Friday morning, October 13, after an overview of past and present state and federal programs of benefit to academic libraries by Janet Welch, Executive Director of the Rochester Regional Library Council, and Paul W. Crumlish, Director of the Hobart and William Smith Colleges Library, the directors convened in ten working groups of from six to eight directors each to address five major questions (two groups working on each question):

1. How to influence legislation for academic libraries.
2. How to enhance resources and/or services through regional initiatives.
3. How to enhance resources and/or services through state initiatives.
4. How to improve coordination among academic libraries.
5. How to enhance cooperation between academic and other types of libraries.

After lunch and a presentation by Langdon Winner, Ph.D., Department of Science and Technology Studies, Rensselaer Polytechnic Institute, on the topic "Adrift in Cyberspace: Seeking Order Within Network Chaos", the directors reconvened in a plenary session to review a composite list of the ideas, needs, and priorities developed by the morning working groups and to refine these results into an action agenda. Glyn Evans, SUNY OCLC (retired); Rhonna Goodman, NYLA President; Liz Lane, Interim Director, SUNY OCLC; Joseph Shubert, New York State Librarian; and Peter R. Young, NCLIS, served as a reactor panel during these discussions.

HISTORY OF THE CONFERENCE

Planning for this conference began in 1994 as an ASLS project. ASLS's Board initiated the project because, firstly, it felt that ASLS's effectiveness as an advocate for academic libraries in the NYLA legislative process was hampered by the relatively small number of academic librarians belonging

to ASLS, especially the limited number of academic library directors who were active participants. The section typically has about 400 members while the Public Library Section and the School Library Section have about 1,000 each. The Board felt that ASLS could be more effective in the legislative process if it could point to a legislative agenda set by a representative group of academic library directors.

Secondly, the Board was concerned that there seemed to be few opportunities for academic libraries of all types to interact on a statewide basis and develop a sense of community. Academic libraries are well organized on the regional level and cooperate very successfully through the 3R's. But except for the major research libraries and the libraries of the State University of New York, the Board was aware of few initiatives involving academic libraries of all types across the state.

Thirdly, the Board felt that there were statewide projects that could be initiated without legislation if there were some mechanism to identify and develop support for those projects.

For those reasons - developing a representative legislative agenda for academic libraries, developing a sense of community statewide among academic libraries, and identifying and developing support for statewide cooperative initiatives - ASLS decided to plan a statewide conference for academic library directors. This became a joint project of ASLS and NYTRO because a number of NYTRO representatives were active on ASLS's Board. In particular, John Hammond, Executive Director of the North Country 3R's, was Vice-President. He presented the ASLS's plan to NYTRO and secured their backing. ASLS was pleased to have NYTRO as a co-sponsor because it felt that the 3R's through their regional connections could provide insights into the needs of academic libraries and assist in promoting the conference to academic library directors.

EVALUATION

Evaluations were received from 44 of the 89 participants, a return rate of almost 50%. The conference received high marks, overall, with especially positive comments on Peter Young's keynote address and the working group sessions. Over 85% of the respondents rated all of the sessions as good or excellent, with four sessions rated highly by 95%. Several respondents would have liked more structure and more "outcome" in the final session. A number of respondents commented that the conference was a good start on joint action, but needs to be built on, possibly with small working groups making progress on identified priorities. Over 20 respondents asked for an annual (or regular) meeting of this group. Over 12 respondents indicated a willingness to work with others on identified priorities. Representative comments included:

> "Met and exceeded expectations;" "the conference was a very energizing experience;" "It was a pleasure to meet with other directors and hear what we have in common..."
>
> "Interesting, evocative, humorous, well-read, well-organized, relevant, thought provoking..." (Peter Young's address)
>
> "great process, good facilitators - the best part of the conference" (directed at the working group sessions)

"great summary of the problems and prospects of the new library in the coming years..."

"a good first step, good comments and questions - we need to focus on moving ahead with the agenda we set today"

"...there should be a follow-up once an agenda is agreed upon and action on follow-up is decided"

ACKNOWLEDGMENTS

The conference would not have been possible without the efforts of a large number of dedicated and accomplished people. The organizing committee for the conference consisted of Herbert Biblo, Executive Director, Long Island Library Resources Council (LILRC); Charles D. Custer, Executive Director, Capital District Library Council (CDLC); Raj Madan, Dean, AIS, and Director of the Library, SUNY College at Brockport; Michael McLane, Director of Libraries, SUNY College at Oswego; Carol Parke, Associate University Librarian for Public Services, Syracuse University; Marsha Ra, Director of Library Services, CUNY; James J. Simonis, Director of the Library, Le Moyne College, and Keith E. Washburn, Executive Director, Central New York Library Resources Council (CLRC). McLane, Parke, Simonis, and Washburn (the "Syracuse Contingent") served as the steering committee for the conference.

James J. Simonis and Keith E. Washburn served as co-chairs and welcomed participants on Thursday evening. John Hammond, Executive Director, North Country 3R's, presided over the Friday sessions. Susan P. Besemer, Director, Daniel A. Reed Library, SUNY College at Fredonia, trained the facilitators for the working group sessions and assisted J. James Mancuso, Program Services Librarian, CDLC, and Jeannette Smithee, Assistant Director, CLRC, in compiling the results of the working group sessions. Serving as facilitators for the working group sessions were: Madan, Mancuso, Parke, Smithee, Simonis, Susan Griswold Blandy, Professor and Assistant Librarian, Hudson Valley Community College; Martha Hanson, Preservation Administrator, Syracuse University Library; Richard A. Matzek, Director of the Library, Nazareth College; John Shaloiko, Executive Director, Southeastern 3R's; and Jean K. Sheviak, Systems Librarian, Union College. Special thanks to Carol Ann Desch from the New York State Library Division of Library Development for library program and statistical background information.

These Conference Proceedings were prepared by members of the steering committee:

James J. Simonis, co-chair (ASLS)
Keith E. Washburn, co-chair (NYTRO)
Carol Parke, Syracuse University Library
Michael McLane, SUNY College at Oswego

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CONFERENCE RESULTS: AN AGENDA OF PRIORITIES FOR ACTION

INTRODUCTION

The October 12-13, 1995 "working conference" for New York State academic library directors was so structured as to produce a set of agreed-upon priorities for action. Ten working groups of from 6 to 8 directors addressed five major questions (two groups worked on each question):

1. How to influence legislation for academic libraries.

2. How to enhance resources and/or services through regional initiatives.

3. How to enhance resources and/or services through state initiatives.

4. How to improve coordination among academic libraries.

5. How to enhance cooperation between academic and other types of libraries.

Each of the ten working groups identified priorities for action. Results of these small group meetings are listed on pages 9-13. These priorities were analyzed to identify major priorities which crossed all 5 questions. Seven major priorities were identified and named "Meta-priorities" (shown on page 5).

On pages 6-8, the priorities developed by the small groups are linked to Meta-priorities. Within each Meta-priority small group priorities are listed sequentially according to the level of priority (1,2, or 3) given to each item under its associated question (1-5). For example, "Recruit librarians as lobbyists" is given the item number I.22, and was developed as a priority 3 under question 3 (3.3.). Item numbers have been assigned primarily for convenience of reference. In terms of relative priority given to items listed under the Meta-priorities, all those with a priority 1 (or 2 or 3) are equal in value (e.g., under Meta-priority I, items I.1 through I.13 all have priority of 1.).

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CONFERENCE RESULTS: AN AGENDA OF PRIORITIES FOR ACTION

META-PRIORITIES
(listed alphabetically)

I. Advocate for libraries, with
- * legislators
- * campus authorities
- * library users
- * community and business partnerships

II. Create value-added products and services and market them

III. Digital library of New York

IV. Gather and marshall the collective strength of the library director community - continue the energy of this meeting

V. Joint purchasing and licensing agreements

VI. Organized and coordinated program of staff development
- * training for technology
- * training for advocacy
- * learning from each other, mentoring, model programs

VII. Strengthen ILL, delivery, and document delivery programs

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META-PRIORITIES WITH ASSOCIATED PRIORITIES FOR ACTION

I. Advocate for Libraries: with legislators; with campus authorities; with library users; with community and business partnerships.

(Item number)		(Question.priority)
I.1.	Use students to tell the library story	(1.1.)
I.2.	Support CUNY and SUNY = support for libraries	(1.1.)
I.3.	Prepare statistics of local impact of legislative money	(1.1.)
I.4.	Work to resolve and accommodate differences between private and public institutions	(1.1.)
I.5.	Promote synergy between academic and other types of libraries	(1.1.)
I.6.	Create awareness at grass roots level	(1.1.)
I.7.	Highlight successful examples of resource-sharing	(1.1.)
I.8.	Take coordinated political action	(1.1.)
I.9.	Identify legislators who have given support	(1.1.)
I.10.	Enhance political clout among academic libraries	(4.1.)
I.11.	Organize academic librarians fully	(4.1.)
I.12.	Conduct legislative breakfasts	(5.1.)
I.13.	Improve communication with academic departments on campus	(4.1.)
I.14.	Involve students through student senates	(1.2.)
I.15.	Invite legislators to your library	(1.2.)
I.16.	Meet with legislative aides	(1.2.)
I.17.	Hire an influential former legislator to lobby for academic libraries	(1.2.)
I.18.	Do bulletin boards and exhibits	(1.2.)
I.19.	Develop means of communication about political issues	(5.2.)
I.20.	Provide adequate support for NY State Library	(3.2.)
I.21.	Use communications technology for lobbying (e-mail; fax; phones)	(1.3.)
I.22.	Recruit librarians as lobbyists	(3.3.)
I.23.	Develop statewide academic library friends group	(3.3.)

II. Create and Market Value-added Products and Services

II.1	Create regional subject specialty centers	(2.1.)
II.2.	Combine resources electronically	(5.1.)
II.3.	Create "Consumers Reports" for librarians about library products	(5.1.)
II.4.	Sell New York expertise and raise money with value-added projects	(2.2.)
II.5.	Create business partnerships	(2.2.)
II.6.	Create cooperative storage arrangements	(2.3.)
II.7.	Develop preservation centers	(2.3.)

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II. Create and Market Value-added Products and Services (cont'd)

(Item number)		(Question.priority)
II.8.	Study model programs	(3.3.)
II.9.	Begin new model programs	(3.3.)
II.10.	Develop regional reference centers	(2.3.)

III. Digital Library of New York

III.1.	Pursue digitization and document delivery	(3.1.)
III.2.	Have State provide government documents in a digital library project	(3.1.)
III.3.	Combine resources electronically	(5.1.)
III.4.	Complete the technology infrastructure	(2.1.)
III.5.	Link systems electronically	(3.1.)
III.6.	Complete telecommunications infrastructure	(3.1.)
III.7	Develop cooperative science serial collections	(2.2.)
III.8.	Improve Internet and technology	(4.2.)
III.9.	Develop consortia for shared databases	(4.2.)
III.10.	Develop cooperative storage arrangements	(2.3.)
III.11.	Establish preservation centers	(2.3.)

IV. Gather and Marshall the Collective Strength of the Library Director Community: continue the energy of this meeting.

IV.1.	Hold regular meetings of academic library directors	(4.1.)
IV.2.	Organize this group (of academic librarians) fully	(4.1.)
IV.3.	Establish an academic directors' listserv	(4.2.)
IV.4.	Develop a statewide academic library friends group	(3.3.)

V. Joint Purchasing and Licensing Agreements

V.1.	Develop cooperative vendor contracts/group rates & prices for electronic services	(2.2.) (3.1.) (5.1.)
V.2.	Develop cooperative licensing agreements	(2.2.) (3.1.) (5.1.)
V.3.	Develop consortia for shared databases	(4.2.) (5.1.)
V.4.	Develop cooperative science serial collections	(2.2.)
V.5.	Develop business partnerships	(2.2.)
V.6.	Set aside money for high-risk projects	(2.2.)
V.7.	Develop joint/cooperative grants	(4.2.)

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VI. Organized, Coordinated Staff Development Program: training for technology; advocacy; learning from each other, mentoring, model programs.

(Item number)		(Question.priority)
VI.1.	Do training and staff development	(2.1.)
VI.2.	Establish centralized training and support	(4.1.)
VI.3	Swap staff to refresh, renew, develop	(2.2.)
VI.4.	Librarian exchange	(5.3.)

VII. Strengthen ILL, Delivery, and Document Delivery Programs

VII.1.	Complete the technology infrastructure	(2.1.)
VII.2.	Create a statewide library catalog and shared online system (e.g. OHIOLINK)	(2.1.)
VII.3	Link systems electronically	(3.1.)
VII.4.	Pursue digitization and document delivery	(3.1.)
VII.5.	Have State provide government documents in a digital library project	(3.1.)
VII.6.	Provide compensation for net-lending	(3.1.)
VII.7.	Establish a statewide library card	(3.1.)
VII.8.	Combine resources electronically	(5.1.)
VII.9.	Develop cooperative vendor contracts & group rates & prices	(2.2.)
VII.10.	Develop Z39.50 linkages	(4.2.)
VII.11.	Improve statewide delivery	(4.2.)
VII.12.	Improve Internet and technology	(4.2.)
VII.13.	Improve cooperative collection development	(5.2.)
VII.14.	Develop a WAN connecting all libraries	(5.2.)
VII.15.	Complete the regional union catalog projects	(5.3.)

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RESULTS OF SMALL GROUP MEETINGS

Question 1. HOW TO INFLUENCE LEGISLATION FOR LIBRARIES

Groups of Activities:

Legislation and political action
Educating legislators
Funding and economics
Institutional awareness/tradition and culture/declare cultural values
Programs and action
Media awareness/Image
Interpersonal networking
Lobbying
* internal
* external

Priority 1

Use students to tell the library story
Support CUNY and SUNY = Support for libraries
Work to resolve and accommodate differences between private and public institutions
Prepare statistics of local impact of legislative money
Create awareness at grass roots level
Promote synergy between academic and other types of libraries
Highlight successful examples of resource sharing
Take action!
* take coordinated political action
* identify legislators who have given support

Priority 2

Involve students through student senates
Invite legislators to your library
Meet with legislative aides
Hire an influential former legislator to lobby for academic libraries
Do bulletin boards and exhibits
PR using students

Priority 3

Use communications technology for lobbying (e-mail, fax, phones)

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Question 2. HOW TO ENHANCE RESOURCES AND/OR SERVICES IN YOUR LIBRARIES THROUGH REGIONAL INITIATIVES

Groups of Activities:

Raising money
Equipment
PR/Marketing
Sharing human intellectual resources
Staff training
Thinking and planning
Resource sharing
Resource development
Facilities/Collection Sharing
Infrastructure
Cooperation

Priority 1

Complete the technology infrastructure
Do training and staff development
Create regional subject specialty centers
Create a statewide library catalog/shared online system (e.g. OhioLink) that shows circulation/status information

Priority 2

Cooperative science serial collections
PR/Marketing Business partnerships
Fundraising ideas - sell NY expertise and raise money with value-added projects
Cooperative vendor contracts/groups rates and prices, electronic services
Cooperative vendor contracts/group rates & prices, electronic services
Cooperative licensing agreements
Swop staff to refresh, renew, develop staff
Set aside money for high-risk projects

Priority 3

Cooperative storage arrangements
Preservation centers
Regional reference centers
Staff development

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Question 3. HOW TO ENHANCE RESOURCES AND/OR SERVICES IN YOUR LIBRARIES THROUGH STATE INITIATIVES

Groups of Activities:

Resource sharing
Programs directed to users
Training/education/staff development
Advocacy
Telecommunications
Technological linking of systems
Statewide digital library (electronic linking)
Value-added systems/fees
NYSL/Library Development Team: consulting services, grant support
Cooperative purchasing, licensing agreements

Priority 1

Telecommunications infrastructure
Linking systems electronically
Digitization and document delivery
State leads in providing state government documents in a digital library project
Compensation for net lending
Statewide library card
Cooperative licensing and purchasing agreements

Priority 2

Staff development
Advocacy
Cooperation
Regional centers for preservation
Adequate support for the NY State Library

Priority 3

Study model programs
Begin new model programs
Librarians as lobbyists
Develop statewide academic library friends group

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Question 4. HOW TO IMPROVE COORDINATION AMONG ACADEMIC LIBRARIES

Groups of Activities:

Collections
Communications for all staff/for directors/to legislators
Training/Staff development
Education users - students, faculty & administration
Licensing
Interlibrary Loan
Internet connections
Grants
Database sharing
Resource sharing

Priority 1

Regular meetings of regional directors
Improve communication with academic departments on campus
Enhance political clout among academic libraries
Centralized training and support
Joint licensing
Organize this group (of academic librarians) fully

Priority 2

Improve technological infrastructure
* establish an academic libraries listserv
* joint cooperative grants
* Z39.50
* improve statewide delivery
* develop consortia for shared databases
* improve Internet and technology

Question 5. HOW TO ENHANCE COOPERATION BETWEEN ACADEMIC AND OTHER TYPES OF LIBRARIES

Group of Activities:

PR/Publicity
Cooperative agreements for services
Cooperative agreements for resources
Communication
Development
Internet Resources (WorldWideWeb)
Group training
Consciousness raising
Benefitting other libraries

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Priority 1

Legislative breakfasts
Combine resources electronically
Create joint purchasing cooperatives
"Consumer Reports" for librarians about library products

Priority 2

Contract with industry to provide services
Develop a means of communication about political issues

Priority 3

Cooperative collection development
Complete the regional union catalog projects
Written cooperative agreements
Wide-area network connecting all libraries
Librarian exchange

Appendix A: Conference Outline and Components

- Conference Outline
- Speech by Peter R. Young (summary)
- Speech by Langdon Winner (summary)
- "Past-to-Present" Session Materials
- Plenary Session Summary
- Roster of Registrants

ACADEMIC LIBRARIES 2000: An Agenda for New York State's Academic Libraries

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A Working Conference for Directors

Conference Date: October 12-13, 1995

Location: Quality Inn, I-90 at Everett Road, Albany

Statement of Purpose:

To develop an agenda for all academic libraries in New York State, which can be used to focus legislative priorities and develop initiatives for:

- strengthening academic libraries
- improving coordination among academic libraries
- enhancing cooperation between academic libraries and other types of libraries

What are the concerns and priorities of academic libraries as we approach the 21st Century? What are the most effective ways for state and federal support to reflect the vital role played by New York State's academic libraries in interlibrary cooperation and resource-sharing? This statewide conference for the directors of all of New York State's academic libraries will seek to answer these and related questions.

Academic Libraries 2000 is cosponsored by the Academic and Special Libraries Section (ASLS) of the New York Library Association (NYLA), and the New York Three R's Organization (NYTRO). A special contribution has also been made by Syracuse University Library.

ACADEMIC LIBRARIES 2000
Conference Outline

Day 1: Thursday, October 12

5-7 pm: Arrival and Registration
(6-7: Social Hour)

7-8 pm: Welcome and Introductions: Conference Co-chairs Jim Simonis, Past President, ASLS and Keith Washburn, Executive Director, Central New York Library Resources Council
Dinner

8-9 pm: Keynote address by Peter R. Young, Executive Director of NCLIS, the National Commission on Libraries and Information Science

Day 2: Friday, October 13

8-9 am: Buffet Breakfast

9-10 am: "Academic Libraries in Context: the Past to the Present"
Past and present programs of benefit to academic libraries; existing and proposed state and federal initiatives.

John Hammond, MC (Executive Director, North Country 3Rs and President, ASLS)
Janet Welch, Executive Director, Rochester Regional Library Council
Paul W. Crumlish, Director, Hobart and William Smith Colleges Library

10-10:30 am: Break; disperse to small group areas

10:30-11:30 am: "Now to 2000 A.D. and Beyond"
Small, facilitated groups of 6-10 academic library directors will work on ideas, needs, and priorities for academic libraries. Groups' outcomes will be summarized for presentation and refinement in the afternoon Plenary Session. Facilitators will lead discussions using the following set of questions:

- How can academic libraries influence legislation?
- What regional initiatives would enhance services and/or resources in your libraries?
- What statewide initiatives would enhance services and/or resources in your libraries (either legislative or collaborative or both)? For example: statewide cooperative purchasing agreements, statewide delivery, etc.
- How can we improve coordination among academic libraries?
- How can we enhance cooperation between academic and other types of libraries?

11:30-Noon: Break

Noon: Luncheon
Speaker: Langdon Winner, Ph.D., Dept. of Science and Technology Studies, Rensselaer Polytechnic Institute

1:30-3:30 pm. Plenary Session and Panel: The Agenda for Academic Libraries in New York State
John Hammond, Presider
Presentation of group meeting results as a composite listing of ideas, needs, and priorities emerging from morning sessions. Discussion and refinement of results into points of an agenda for action.

Reactor Panel:
Glyn Evans, SUNY OCLC (retired)
Rhonna Goodman, NYLA President
Liz Lane, Interim Director, SUNY OCLC
Joseph Shubert, New York State Librarian
Peter R. Young, NCLIS

Back to the Future: Planning the Post Modern Academic Library

by Peter R. Young, Executive Director of the National Commission on Libraries and Information Science

A talk presented to Academic Libraries 2000
Albany, NY
October 12, 1995

Abstract

We are entering a world where information and knowledge are undergoing a transformation. In this post-modern world of an increasingly electronic knowledge environment, academic librarians need to shift their focus and alter their perspectives in order to set an agenda for the library of the future.

We can no longer depend on information being available in an ordered, hierarchical format. Rather than having characteristics of order, objectivity, consistency, uniqueness and authority, developing information resources are informal, formless, disconnected, disembodied. The new electronic technologies have a socially transforming nature. Technological change is causing a fundamental change in the nature of human existence. The adoption of information technology evokes inevitable change in our basic human nature, in our relation to time, space, and each other. The consequences for libraries and society may be more revolutionary than the invention of the printing press.

The new commercial information media and services could either diminish or augment the library's role in providing access to information. Proposed changes in national policies central to intellectual property ownership, dissemination of government information, deregulation of telecommunications, and federal support programs for libraries may result in large-scale changes to the paradigm of library service.

The future viability of the national educational and research enterprise requires a coherent process for considering policy changes so that public interests will be addressed. Disturbing questions must be asked: What nationwide information policies are needed to respond to the fundamental changes affecting recorded human communication? What transitional strategies do libraries need in moving to the post-modern era?

Current trends and future changes will require a paradigm shift in library and information services. We will move from fixed, permanent, locally owned collections and standard reference services to fluid and transient resources, available through networked systems and distributed globally, with personalized analysis and consultation services.

Librarians need to prepare for radical change as the National Information Infrastructure changes. Librarians fight chaos by organizing and preserving order; we must comprehend the social impact of electronic media. The greatest challenge facing policy makers today is the formulation of policies to guide the application of new electronic communication technologies to the peaceful advancement of civilization. Librarians must provide the vision, the plan and the filter in the transition to the new-digital library paradigm.

Adrift in Cyberspace: Seeking Order Within Network Chaos

by Langdon Winner, Professor of Political Science,
Rensselaer Polytechnic Institute

A talk presented to Academic Libraries 2000
Albany, NY
October 13, 1995

Abstract

We are living in a time of astonishing transformations as new electronic artifacts are interwoven with existing social practices. Familiar cultural forms are being retailored for computerized expression, which is changing the texture of human relations. This interaction has given rise to a sense of limitless possibilities, along with some serious misgivings. The introduction of computer technologies has led to layoffs, downsizing, and the liquidation of the livelihoods of many blue-collar, clerical and technical workers. We must ask ourselves what kind of society and political order will be created by these transformations.

The most striking of the new manifestations is the phenomenal popularity of the World Wide Web. It is nearly impossible to judge the quality of information found on the Web, which contains vast reservoirs of gossip, rumor, and political propaganda, as well as solid and valuable information. Library professionals have the responsibility to apply standards of intellectual quality to this vast resource and seek signs of evidence, logic and documentation.

The reason for the chaos we see on the Internet today is that the key ideas which went into creating it were mainly those of computer scientists. There were few standards of order, quality or coherence. In the current quest to bring these standards to the Net, the understanding and skills that librarians have to organize information are often overlooked.

Computer experts are primarily interested in faster and better computers, systems and networks. However, we have reached the point where it is imperative to focus upon the human dimensions of computing. A better understanding of how people organize and use information should now be the central focus of systems development, and librarians have a great deal of expertise in this area.

In society today, there is a strong belief that the future will be determined by technology. We must remember, however, that technologies are social constructions that arise through complex but understandable processes which include creativity, conflict and negotiation. The essential character of the social creation of technology, and of the shaping of the society which uses it, has not changed.

At the present time there is also tremendous effort being expended to convince society that some particular form of information technology is inevitable, that closure is at hand. If this assertion is accepted at face value, it means that one is disempowered from considering alternatives. One must remain actively engaged with the first questions: What are our basic purposes? How can technology improve the way we wish to live? How will it improve our schools, libraries and workplaces, our families, communities and relationships? Society has priorities, commitments and problems it needs to ponder before going ahead with any technological innovation.

We need a widespread, lively debate about what kind of technological future is desirable. Then we must strive to ensure that the right institutions, including academic libraries, are built and supported to attain that future.

Academic Libraries in Context: The Past to the Present

Janet Welch, Executive Director, Rochester Regional Library Council, and
Paul Crumlish, Director, Hobart and William Smith Colleges Library.

In preparation for consideration of the five large questions intended to stimulate a vision of the future of academic libraries in New York State, let us look at past and present programs, legislation, and initiatives relating to academic libraries. These fall into three primary groupings:

1. New York State Programs and Legislation

2. Federal Programs and Legislation

3. Relevant Priorities for Action:

   - New York Library Association (NYLA)
   - New York State Governor's Commission on Libraries (1991)
   - White House Conference on Library and Information Services (1991)

1. New York State Programs and Legislation

New York State has a long and impressive history of legislative support for libraries of all types, including academic libraries of all sizes. Although current appropriations under the Omnibus Library Aid bill, Chapter 917 of the Laws of 1990, fall some $8 million short of the $88 million authorized in legislation, the overall level of state aid still compares favorably with aid to libraries in other states. The following are Chapter 917 components of special importance to academic libraries:

- Coordinated Collection Development Aid

  One of the major programs in Chapter 917 of benefit to academic libraries, CCDA has provided a total of $15,737,702 in collection development subsidies since the beginning of the program in 1984. Collections built with CCDA funds benefit the individual academic library, its respective 3Rs region, and the entire library community of New York State. Annual interlibrary lending statistics show that our academic libraries are good neighbors and excellent citizens. Since 1986-87, on average, academic libraries have consistently been net lenders in New York State, lending 4 items for every 3 they receive. Because libraries of all types across the state depend on the collective richness of academic library collections, the CCDA program has been important in maintaining and strengthening those collections. The CCDA program is coordinated regionally by 3R's councils, in partnership with Library Development, New York State Library.

- Regional Bibliographic Data Bases Program

  The RBDB regional automation program, another major statewide library program included in Chapter 917, also began in 1984. Since that time academic libraries have

received single project funding for retrospective conversion, and for such access projects as ARIEL interlibrary loan equipment, FAX machines, regional catalog equipment or CD-ROM copies, and so forth. Funds for individual academic library projects have amounted to $3,609,763, or 22% of the total money available since 1984, not counting academic library benefits from such region-wide programs as the regional union lists of serials. The RBDB program is administered regionally through 3R's councils.

- Hospital Library Services Program

Another library aid program under Chapter 917, the Hospital Library Services Program provides direct benefits to the state's hospital libraries, some of which are also considered as academic libraries. All academic libraries in New York State benefit indirectly from the strengthening of hospital library resources and services that result from this program. The HLSP program is administered regionally through 3R's councils.

- Conservation/Preservation Programs

Nine of New York State's "Big Eleven" are major academic libraries. In 1984-85, these nine libraries received statutory aid for preservation and conservation of library materials, and the total amount received through 1995-96 under this program is $9,976,327. These libraries also received $3,358,845 under the Discretionary Preservation Grant Program, for a total of $13,334,172. A number of other academic libraries have also benefitted directly from the Discretionary Grant program, and have benefitted from region-wide Discretionary Grant awards made to their regional 3Rs councils.

- Reference and Research Library Resources Councils

Although 3R's services to academic libraries vary from region to region, the range of services provided by the 3R's includes interlibrary loan processing and referral, materials delivery, union list development, continuing education and professional development, cataloging and retrospective conversion, reference and database searching, consultancy, group purchase discounts, and regional administration of categorical program grants.

- Other Chapter 917 Components

The same state law that funds these programs also funds the New York State Library itself, the Library Development Division, and both public and school library systems. For decades academic libraries have benefitted from the strong resources and services provided by the State Library and its outreach division, and especially from the statewide interlibrary loan system NYSILL.

- Pending or Suggested State Legislation

Backed by NYLA, in 1994 the New York State Library developed an "Electronic Library Doorway" bill aimed at enabling libraries of all types to exploit new information and telecommunications technologies for their users, converting all libraries of all types to "electronic doorway libraries." The total amount requested in 1995 for this bill (S2180/A3318) is $11,400,000.

2. **Federal Programs and Legislation**

Federal library and education programs, and especially the Library Services and Construction Act (LSCA), have also been important sources of funding for New York's academic libraries. Over the years, the foremost academic library program funded through LSCA has been in the area of retrospective conversion for database development, under the interlibrary resources sharing title (Title III) of LSCA.
Many academic libraries in New York State have also benefitted from other federal programs, most notable among which are the various titles under the federal Higher Education Act (HEA). One example of an HEA grant award is a 1994 statewide program, obtained and coordinated by the 3R's systems, which provided Internet training and consultation to academic libraries across New York State.

3. **Relevant Priorities for Action**

3.A. New York Library Association Vision and Plan for Legislation (1995)

Specific components of NYLA's legislative vision statement which concern academic libraries are:

- Increase funding for telecommunications/automation: "Future legislation should include funding for telecommunications access, library automation, materials conversion to digital format, development of professional expertise and education in the effective use of networks for both staff and users." (This is one of 2 priority recommendations)

- Maintain support for the library network, ensuring that all library users will receive the information they need, from whatever source, at whatever library. (This is one of 2 priority recommendations).

- Provide funding for document delivery.

- Provide funding to reimburse libraries that provide plus-use (net-lender subsidies).

- Increase funding for medical library programs (including the Hospital Library Services Program and the New York Academy of Medicine).

3.B. NY State Governor's Conference on Libraries (1991)

- Several recommendations emerged from the Governor's Conference which relate to academic libraries:

- Access to Government Records: Sustain the historical precedent that government records are free to everyone without regard to ability to pay, and at a place of reasonable convenience.

- Documentary Heritage and Archives: Develop the Documentary Heritage Program statewide as it was originally intended; and establish an ongoing program to survey and describe historical records and make that information available to scholars, students, and the general public.

- ❖ Preservation: Expand statewide preservation and conservation efforts. Provide additional funds for planning and carrying out coordinated programs for the preservation and conservation of endangered materials.

- ❖ Funding: Increase State funding for libraries, and work to secure a "greater Federal presence" to "redeem the promise of free access to equal resources."

3.C. White House Conference on Library and Information Services (1991)

Major recommendations affecting academic libraries:

- ❖ Funding: increase appropriations for all types of library and information services under existing federal law. The President and the Congress should fully support education and research by expanding and fully funding statutes related to information services, such as the Higher Education Act, Medical Library Assistance Act, Library Service and Construction Act (LSCA), College Library Technology Demonstration Grants, the National Research and Education Network (NREN), and other related statutes;

  * repeal inventory tax on books

  * increase the amount and share of federal funding for libraries

- ❖ Access: ensure access to all information created at public expense;

  * ensure improved access to information in electronic form, and comprehensive indexing and abstracting for all public documents;

  * create an "ERIC-like" information clearinghouse for scientific research

  * enact legislation providing preferential telecommunication rates to libraries

  * reduce postal rates for library materials and increase appropriations for "revenues foregone"

  * support appropriations to subsidize delivery of library materials.

- ❖ Copyright and Intellectual Freedom:

  * amend copyright statutes for new technologies

  * declare libraries as educational agencies

  * protect organizational and individual users from scrutiny over which library resources and databases they use.

- ❖ Networks and the National Information Infrastructure

  * recognize the long-term value to library users of a national network of libraries, assuring that all types of libraries are access points within the network;

* provide leadership and funding to develop a comprehensive plan for actions at the national, state, regional, and local levels to ensure workable and productive networking and sharing of library and information resources to benefit all people;

* place high priority on the sharing of resources with improved staffing, space, equipment, and document-delivery methods for interlibrary loan;

* remove barriers at the federal and state level that prevent resource sharing among all types of libraries - academic, public, school, and special;

* enact legislation creating and funding the National Research and Education Network (NREN) to serve as an information "superhighway," allowing educational institutions, including libraries, to capitalize on the advan tages of technology for resource sharing and the creation and exchange of information.

❖ Preservation of Information:

* establish a national program for information preservation, including training, increased federal funding, and development and dissemination of new technologies, standards, and procedures;

* provide the states with necessary resources for preservation of historical and cultural information held in their libraries, archives, and historical organizations.

Conservation/Preservation Grant Program Funds for Academic Libraries, 1984 to 1995

State Fiscal Year	Statutory Funds for Nine "Big Eleven Research Libraries" That are Academic Libraries	Coordinated Discretionary Grant Funds for Nine "Big Eleven Research Libraries" That are Academic Libraries
1984/85	$405,000	$286,364
1985/86	$810,000	$286,364
1986/87	$810,000	$286,364
1987/88	$810,000	$286,364
1988/89	$810,000	$286,364
1989/90	$810,000	$286,364
1990/91	$810,000	$286,364
1991/92	$824,992	$256,095
1992/93	$864,225	$239,114
1993/94	$924,210	$286,364
1994/95	$1,048,950	$286,364
1995/96	$1,048,950	$286,364
TOTAL	$9,976,327	$3,358,845
GRAND TOTAL		$13,335,172

Source: Division of Library Development, New York State Library, State Education Department. September 1995

Coordinated Collection Development Aid for Academic Libraries, 1984 to 1995

State Fiscal Year	CCDA Annual Payments	Number of Libraries
1984/85	$1,131,332	164
1985/86	$1,161,437	169
1986/87	$1,320,347	172
1987/88	$1,324,114	174
1988/89	$1,339,795	177
1989/90	$1,061,410 (1)	144
1990/91	$1,359,773	179
1991/92	$1,317,255	181
1992/93	$1,291,552	177
1993/94	$1,335,490	177
1994/95	$1,523,077	179
1995/96	$1,572,120 (2)	NA
TOTAL	$15,737,702	

(1) Reflects loss of aid for SUNY libraries.

(2) Library Development is in the midst of processing 1995-96 CCDA applications. This amount reflects the legislative appropriation, not the actual aid payments.

Source: Division of Library Development, New York State Library, State Education Department. September 1995

Regional Bibliographic Data Bases and Interlibrary Resources Sharing Program

Funds for Academic Libraries, 1986 to 1995

State Fiscal Year	Funds for Academic Library Projects (1)	Total RBDB Funds Available	Percentage of Total
1986/87	$412,011	$1,625,000	25.35%
1987/88	$502,874	$1,625,000	30.95%
1988/89	$435,569	$1,625,000	26.80%
1989/90	$379,802	$1,625,000	23.37%
1990/91	$375,702	$1,625,000	23.12%
1991/92	$308,701	$1,453,238	21.24%
1992/93	$290,833	$1,356,875	21.43%
1993/94	$217,133	$1,816,184	11.96%
1994/95	$254,251	$1,997,828	12.73%
1995/96	$432,887	$1,997,828	21.67%
TOTAL	$3,609,763	$16,746,953	21.55%

(1) Does not reflect academic library participation in regional projects funded under RBDB.

Source: Division of Library Development, New York State Library, State Education Department. September 1995

Plenary Session Summary

A. **Summary of Priorities**. The Plenary Session opened with a summary report from Jeannette Smithee and Jim Mancuso, who analyzed the output of the morning's ten problem-solving groups, distributed lists of priorities, and described their methodology in developing priorities and "meta-priorities."

B. **Panel discussion**. Panel moderator John Hammond convened the panel discussion and introduced panelists Glyn Evans, SUNY OCLC (retired), Rhonna Goodman, NYLA President, Liz Lane, Interim Director, SUNY OCLC, Joseph Shubert, New York State Librarian, and Peter R. Young, NCLIS.

Panelists addressed the following issues in their opening remarks: institutional relationships (public/private and SUNY/CUNY), especially in relation to differing missions and priorities; related budget issues, especially competition in lobbying for state funding; better delineation of state vs. regional responsibilities (e.g., an online catalog of resources in the state); the need to use existing mechanisms for inter-institutional cooperation; cooperating in joint licensing/purchase agreements; and the need to develop an action plan to move our priorities forward.

C. **Specific responses by panelists to the five questions discussed in the morning's small group sessions**:

I. **How to influence legislation.**

- Know funding sources: state funding for SUNY/CUNY is allocated through the 3R's Councils, Chapter 917
- Provide legislators with a clearer understanding of the value of libraries and their needs, and keep communication lines open
- Enlist NYLA's help as much as possible
- Look for as many partners as possible, and raise involvement to another level
- Understand that legislation is a mechanism for influencing policy on the federal or state level
- Understand that the dynamics of influencing legislators is changing. Important decisions are sometimes being made in weeks, days, or even hours
- Define academic library needs in very simple terms, identify "champions" and develop personal relationships with them, and place librarians in politically influential positions.
- Identify the competition (e.g., the telecommunications lobby), and understand that not-for-profits are disadvantaged, with limits on lobbying

II. **How to Enhance Resources and/or Services Through Regional Initiatives.** Issues raised included questions about whether regions have sufficient individuality to warrant separate treatment in relation to basic bibliographic services, and about the concept of NY State as a single "region," when considering such projects as a statewide digital library or an online catalog. Consider the idea of "virtual regions," where any two or more libraries cooperate on initiatives--not just 3R's.

III. **How to Enhance Resources and/or Services Through State Initiatives.**

- ❖ Know that the focus of decision-making is very different than it was ten years ago, and that the ways in which library interests are carried forward have changed.
- ❖ Librarians must be better students of this new environment, and must understand the methodology and culture of state offices and other policy-making arenas.
- ❖ Be aware that issues relating to libraries are more than fiscal. A historic partnership of four different interests succeeded in passing the Electronic Doorway legislation-- Libraries, Education, the State Energy Department, and the Senate Committee on Corporations
- ❖ Be aware of such new initiatives as the Office of General Services program for NY State.
- ❖ In relation to concern about State control of programs and services; build in flexibility and define roles.
- ❖ Know about alternative sources of funding if grant requests are turned down, including local groups and the private sector

IV. **How to Improve Coordination Among Academic Libraries.**

- ❖ Provide occasions like the present conference, and plan the resulting follow-through. Ideas and priorities come naturally from such meetings.
- ❖ Begin the process of cooperation and collaboration on our own campuses, eliminating redundancy in grant applications, for example.
- ❖ Consider separate, statewide, topical conferences or meetings, e.g., academic reference or catalog librarians.
- ❖ Eliminate competition and redundancy between and among groups and institutions
- ❖ Re-examine our own structure for accomplishing tasks.
- ❖ Develop a statewide listserv for academic library directors

V. **How to Enhance Cooperation Between Academic and Other Types of Libraries**. Panelists emphasized the following: learning about sources of funding; locating funding sources with a mission and perspectives appropriate to the idea or need; discovering who has been successful in receiving funding; letting foundations know how funding will help the public and the desirability of projects; and discovering community links of institutional trustees and board members. In summary: go where the money is, look for people who understand the value of libraries to the culture, and find and influence opinion leaders.

D. **Summary remarks and possible actions. In discussing follow-up to the conference and the need to develop an action plan, attendees expressed:**

- The desire for Conference proceedings, which will be prepared in summary, and disseminated to all library directors
- Appreciation for the conference, and the hope that NYS library directors would meet again (or regularly) to accomplishing the tasks and projects identified as priorities for action.
- The idea that group carefully refine the priorities that have been identified at the conference, possibly through a half-day retreat with interested parties, focused on further organizing the implementation of priorities.

This session and the Conference closed with thanks from Hammond to panelists, speakers, synthesizers, and participants for their contributions. Hammond challenged library directors to put the necessary time and energy into refining and acting on the priorities that this first conference of New York State Library Directors has so clearly identified.

ACADEMIC LIBRARIES 2000
REGISTRATION LIST

Barrie, John L.
Library Director
Dominican College

Berger, Pearl
Dean of Libraries
Yeshiva University

Besemer, Susan P.
Director, Daniel A. Reed Library
SUNY College at Fredonia

Biblo, Herbert
Executive Director
Long Island Library Resources Council

Biddle, Stanton F.
Librarian
Bernard M. Baruch College
The City University of New York

Blandy, Susan Griswold
Professor, Assistant Librarian
Hudson Valley Community College

Bonk, Sharon C.
Director of the Library
Queens College

Bowers, Tom
Director of the Library
Unification Theological Seminary

Butler, Meredith A.
Director of the Library
University at Albany, SUNY

Clune, Barbara J.
Library Director
College of Saint Rose

Collins, Joy S.
Director of Libraries
Iona College

Corson, Richard H.
Librarian
SUNY Maritime College

Crandall, Steve
Associate Director
Alfred University

Crounse, Marian E.
Legislative Associate
Senator Hugh T. Farley

Crumlish, Paul
Director of the Library
Hobart & William Smith Colleges

Currie, Jean
Executive Director
South Central Research Library
Council

Custer, Charles D.
Executive Director
Capital District Library Council

Dehoff, Christine E.
Department Chair
Erie Community College, City Campus

Ebert, Loretta Caren
Director of Libraries
Rensselaer Polytechnic Institute

Elkins, Elizabeth
Director of College Libraries
SUNY College of Environmental
Science and Forestry

Evans, Glyn T.
Assistant Vice Chancelor for Library
Services & Director of the
SUNY/OCLC Network (Retired)

Ferguson, Anthony W.
Associate University Librarian
Columbia University

Fusco, Marjorie J.
Director of the Library
Dowling College

Girsdansky, Paul
Bulletin Editor
New York Library Association

Glogowski, Maryruth F.
Interim Director of the Library
SUNY College at Buffalo

Goodman, Rhonna A.
President - NYLA
New York Academy of Medicine

Hammond, John
Executive Director
North Country Reference and Research Resources Council

Hanson, Martha
Preservation Administrator
Syracuse University Library

Harloe, Bart M.
University Librarian
St. Lawrence University

Harralson, David M.
Library Director
Utica College

Hartman-Poggi, Sherry A.
Director & Librarian
Albany Medical College

Heishman, Eleanor
Director of Libraries
Binghamton University

Henderson, Ruth A.
Acting Chief Librarian
City College of the City University of New York

Hiebing, Dottie
Executive Director
New York Metropolitan Reference and Research Library Agency, Inc.

Johnson, Margaret L.
Library Director
Ithaca College

Jones, Barbara M.
Director, Schaffer Library
Union College

Jung, Norman O.
Director of the Library
SUNY College at Old Westbury

Junker, Karen I.
Director of the Library
St. John Fisher College

Kalick, Rosanne
Chairperson, Library Department
Westchester Community College

Kania, Antoinette M.
Assistant Vice President for Academic Affairs
Suffolk Community College

Keitel, Susan Lehman
Executive Director
New York Library Association

Kister, Suzon
Director of the Library
Jefferson Community College

Knauth, Michael G.
Library Director
SUNY Farmingdale

Kozaczka, Stanley J.
Director of Library Services
Cazenovia College

Kranich, Nancy
Associate Dean
New York University

Lane, Liz
Interim Director
SUNY/OCLC

Lee, Chui-Chun
Director of the Library
SUNY College at New Paltz

Levitt, Shirley
Campus Head Librarian
Suffolk County Community College, Ammerman Campus

Linkins, Germaine
Director of Libraries
SUNY College at Potsdam

LoSchiavo, Linda
Director, Quinn Library
Fordham at Lincoln Center

Lynch, Mary-Alice
Director of the Library
Adirondack Community College

Mackey, Patricia
Director of the Library
Rockefeller University

Madan, Raj
Dean, Academic Information Services
& Director of the Library
SUNY College at Brockport

Mallon, Patricia
Library Development Specialist II
New York State Library, Division of
Library Development

Mancuso, J. James
Program Services Librarian
Capital District Library Council

Martin, Helen
Director of the Library
Wadhams Hall Seminary-College

Matzek, Richard A.
Director of the Library
Nazareth College of Rochester

McCombs, Gillian
Assistant Director for Technical
Services
University at Albany, SUNY

McGinty, John W.
Library Director
Marist College

McLane, Michael
Director of Libraries
SUNY College at Oswego

Meagher, Agnes E.
Director, Callahan Library
St. Joseph's College, Suffolk Campus

Morris, Leslie
Director of the Library
Niagara University

Newman, Susan T.
Chief Librarian
City University of New York
Graduate School and
University Center

Noyes, Judy G.
University Librarian
Colgate University

O'Boyle, Robert
Chairperson, Coulter Library
Onondaga Community College

Oberman, Cerise G.
Dean of Library & Information
Services
SUNY College at Plattsburgh

Onsi, Patricia W.
Interim Director of the Library
SUNY Health Science Center
at Syracuse

Parke, Carol
Associate University Librarian for
Public Services
Syracuse University Library

Pitkin, Patricia A.
Director of Libraries
Rochester Institute of Technology

Ra, Marsha
Director of Library Services
City University of New York

Randall, Lawrence E.
Director of the Library
SUNY College at Purchase

Rivenburgh, Edwin F.
Director, Division of Instructional
Services
Finger Lakes Community College

Roberts, Stephen M.
Associate Director of Libraries
University at Buffalo

Rusaw, Sally E.
Director of the Library
Mater Dei College

Ryan, Donald L.
Director of Libraries
The Sage Colleges

Sager, Rochelle
Director of the Library
Fashion Institute of Technology

Schabert, Daniel
Director of the Library
SUNY Institute of Technology
at Utica/Rome

Seiden, Peggy A.
College Librarian
Skidmore College

Shaloiko, John
Executive Director
Southeastern New York Library Resources Council

Sheviak, Jean K.
Systems Librarian
Union College

Shubert, Joseph F.
State Librarian and Assistant Commissioner for Libraries
New York State Library

Shupe, Barbara
Chairperson, Library
Nassau Community College

Sikora, Judith
Director of the Library
Genesee Community College

Simonis, James J.
Director of the Library
Le Moyne College

Smith, John B.
Director of the Library
SUNY at Stony Brook

Smithee, Jeannette
Assistant Director
Central New York Library Resources Council

Stahl, Natalia J.
University Librarian
Clarkson University

Stanton, Lee
Principal Librarian for Reference Services
New York State Library

Sywetz, Elizabeth
Executive Director
Western New York Library Resources Council

Telatnik, George
Director of the Library
Canisius College

Twiggs, Brenda
Director, Learning Resources Center
Hudson Valley Community College

Vargo, Jeri L.
Head Librarian
Wells College

Washburn, Keith E.
Executive Director
Central New York Library Resources Council

Welch, Janet
Executive Director
Rochester Regional Library Council

Wells, GladysAnn
Interim Director, Research Library
New York State Library

Welsh, Catherine E.
Director of the Library
Siena College

Welsh, Harry E.
Director of the Library
Manhattan College

Werner, JoAnne
Director of Learning Resources
Mohawk Valley Community College

Wild, Judith W.
Head of Technical Services
Brooklyn College
The City University of New York

Winner, Langdon
Professor of Political Science
Rensselaer Polytechnic Institute

Young, Peter R.
Executive Director
U.S. National Commission on Libraries & Information Science

Appendix B: Initial Conference Outcomes

- NYLINE-A
  Listserv for Academic Library Directors

- Conference follow-up with State Librarian

ACADEMIC LIBRARY DIRECTORS LISTSERV

ASLS has worked with the New York State Library to establish a NYLINE-A listserv for academic library directors as a subset of NYLINE, a listserv which is operated by the New York State Department of Education (SED) and the New York State Library to provide information via e-mail to any interested library or internet user in New York State. The purpose of NYLINE-A will be to facilitate communication among New York State academic library directors, especially in relation to the priorities identified at the Academic Libraries 2000 Conference, held in Albany, New York, October 12-13, 1995. NYLINE-A will be a closed, unmoderated listserv. Membership on the listserv will be controlled by the chair of the ASLS Communications and Publications Committee.

NYLINE-A will function like other NYLINE sublists: NYLINE-C for central and co-central libraries, NYLINE-P for public library systems, NYLINE-R for Reference and Research Library Resources Systems, NYLINE-S for school library systems, NYLINE-Y for Youth Services Consultants in New York's Public Library Systems. NYLINE-A subscribers will receive all messages posted specifically to NYLINE-A and all messages posted to NYLINE. NYLINE-A subscribers will not receive messages only posted to other sublists.

To subscribe to the listserv a library director must send a subscription request via e-mail to James J. Simonis, current chair of the ASLS Communications and Publications Committee, e-mail address: "simonis@maple.lemoyne.edu". If a library director wants to designate another librarian as the institutional representative on the list, the request should include that information.

Meeting notes from Dec. 14, 1995 meeting with State Librarian Joseph Shubert

Academic Libraries 2000 Planning Group:
Michael McLane, SUNY Oswego Penfield Library
James Simonis, Le Moyne College Library
Keith Washburn, CLRC 3Rs Council
Academic Libraries 2000 Sponsor Representatives:
Jean Sheviak, Union College Library, for ASLS
Keith Washburn, CLRC, for NYTRO
New York State Librarian Joseph F. Shubert,
Carol Ann Desch

The purpose of this meeting on a snowy day in Albany was to take an initial follow-up step, in the wake of a highly successful October conference for academic library directors, towards implementing the prioritized action steps identified by conference participants. Members of the "Syracuse Contingent" of the Conference Planning Group, together with a ASLS representative met with State Librarian Joe Shubert and Carol Ann Desch from Library Development for several hours to explore how Conference priorities might be translated into action. Conference action steps, organized by relative priority within the seven "Meta-priority" categories, served as the framework for this meeting.

In general, Mr. Shubert felt that the Conference, its participants, and its expressed priorities are on track in promoting the importance and value of New York's academic libraries.

Specific areas discussed included:

I. Advocacy

Mr. Shubert suggested more direct contact with legislators, if possible, than suggested by priorities I.15 and I.16. (see p.6)

Mr. Shubert also suggested that a major way for academic library directors to increase their presence and influence would be for them to join and support NYLA and ASLS.

Mr. Shubert expressed appreciation for priority I.20, (p.6) adding that such New York State Library resources as government documents have been found by academic libraries to be highly valuable resources.

II. Value-added Products/Services

Mr. Shubert drew special attention to priority II.5, (p.6) noting that funding sources for initiatives and programs are placing increasing emphasis on partnerships and alliances to increase benefits to the public.

III. Digital Library of New York

Mr. Shubert noted that a major piece of pending legislation called the Electronic Library Doorway Services Bill (S2180/A3318) relates to priorities enumerated under Meta-priority III. This bill needs the support of the entire library community in order to be funded in 1995-96. Mr. Shubert recommended efforts aimed at enlisting all members of the Senate and Assembly as sponsors.

Mr. Shubert and Ms Desch also noted that the Comprehensive Telecommunications Program for Education (Regents Proposal HP-12), an entitlement program that would

improve access to the state's telecommunications infrastructure for all types of libraries in the state, also needs the support of the academic library community.

IV. Gather and Marshall the Collective Strength of the Library Director Community: Continue the energy of this meeting

Also with regard to digital libraries, Mr. Simonis began a discussion regarding the possibility of a 1996 conference for academic library directors organized around the theme of digital libraries. Mr. Shubert noted that an LSCA Title III project proposal is under consideration to hold a statewide conference on the issue of digital libraries, and there might be a way to combine these initiatives.

V. Joint Purchasing and Licensing Agreements

Mr. Shubert suggested that any systems or groups seeking to develop joint-purchase arrangements may wish to include the NY State Research Library in negotiations, whenever relevant, to strengthen opportunities for arriving at lowest possible pricing.

Finally, Mr. Shubert noted that NYLA/ASLS and the State Library have many common interests, and that he looks forward to working with the academic library community in the future.

He also stated the willingness of the State Library and Library Development to collaborate with NYLA on NYLA Conference programs and activities.